

GANDER DEVELOPMENT CORPORATION

ANNUAL REPORT

FISCAL YEAR 1981-1982



TABLE OF CONTENTS

	<u>Page Number</u>
1. <u>THE GANDER DEVELOPMENT CORPORATION</u>	1
1.1 Introduction	1
1.2 Objectives of the Gander Development Corporation	2
1.3 Gander Development Corporation - Board of Directors and Staff	4
2. <u>PROJECTS OF THE GANDER DEVELOPMENT CORPORATION - FISCAL YEAR 1981-82</u>	5
3. <u>PRIMARY PROJECTS OF THE CORPORATION</u>	5
3.1 Trans Oceanic Plane Stops (TOPS)	5
3.2 Aviation Fuel	8
3.3 Air Related Industrial Park	10
3.4 Co-Op Atlantic	12
3.5 Offshore Oil and Gas	13
3.6 Air Freightng Fresh Fish	15

TABLE OF CONTENTS CONT'D

	<u>Page Number</u>
4. <u>SECONDARY PROJECTS OF THE GANDER DEVELOPMENT CORPORATION</u>	17
4.1 Tourist Brochure	17
4.2 Plastics Manufacture/Storage	18
4.3 Ceramic Insulators	19
4.4 Gander Peat Project	20
4.5 Mohair Manufacture	21
4.6 Seminars/Conferences/Trade Shows	22
4.7 Unsolicited Proposals	24
4.8 Information Requests/Responses to Advertising	25
5. <u>GENERAL ACTIVITIES OF THE CORPORATION</u>	26
5.1 Development of Industrial Park Guidelines	27
5.2 Survey of Industrial Parks	28

TABLE OF CONTENTS CONT'D

	<u>Page Number</u>
5.3 Overland Transfer of Airline Passengers to St. John's	29
5.4 Gander Editorial Information for Insertion in Publications	30
5.5 Newfoundland Travel/Tourist Study	31
5.6 Input into Central Newfoundland Health Care Study	32
5.7 Liaison with Consultant Preparing Town of Gander Municipal Plan	33
5.8 Gander Business Directory	34
5.9 Participation and Assistance - FISHO '81	35
6. <u>FINANCIAL STATEMENT</u>	36
7. <u>OUTLOOK - FISCAL YEAR 1982-83</u>	37

1. The Gander Development Corporation

1.1 Introduction:

The Gander Development Corporation is a Provincial Crown Corporation which was established by the Gander Development Act in 1975. The basic reason for establishing the Corporation was to effectively deal with the decrease in air traffic through Gander with the advent of larger jet aircraft. A key element in the Corporation's mandate is to closely monitor the quantity and price of aviation fuel that is available at the Airport for sale to international air traffic.

1.2 Objectives of the Gander Development Corporation:

The specific objectives of the Corporation as outlined in the Gander Development Corporation Act are:

(a) To promote and assist in the industrial development of the Town of Gander and the surrounding area in relation to Gander International Airport;

(b) To promote use of and to assist in the development and expansion of services and facilities at Gander International Airport;

(c) To purchase, transport, store, handle, sell, supply, and deal in aviation fuel for Gander International Airport.

While the Corporation is involved in a wide variety of projects and activities, its primary function is to promote the services and facilities at the Airport to ensure Gander remains competitive in the International Aviation Industry.

The Gander Development Corporation is also endeavouring to promote the Town of Gander as an industrial/commercial centre and will continue to work with other interested groups to ensure that the attributes of the Community are made known to potential investors.

To date, the Corporation has not become directly involved in the procurement and sale of aviation fuel, and during the fiscal year 1981-82, fuel supplies were more than adequate to meet the demand. The monitoring of fuel supplies and prices is of great importance to the Corporation, and liaison with fuel suppliers will continue to receive high priority.

1.3 Gander Development Corporation - Board of
Directors and Staff:

During the fiscal year of 1981-82, the Board of Directors consisted of: Mr. D. Blackmore, Mr. F. Hewlett, Mr. W. Tucker, Mr. A.J. Lewington, Mr. D.E. Power, Mr. D.B. Sheppard, and Ms. B. Wakeham.

In March 1982, Mr. David E. Power was appointed Chairman of the Board of Directors by the Honourable Neil Windsor, Minister of Development.

In September 1981, Mr. R.K. Milley resigned his position as Executive Director to take up a position in Western Canada. In November 1981, Mr. D.A. Hallett replaced Mr. Milley as Executive Director of the Gander Development Corporation.

In June 1981, Ms. A. Bursey was hired as Secretary/ Receptionist. Mr. T. Fudge continued in his role as Development Officer for the Corporation, and Ms. J. Collins continued to serve as Office Manager/Secretary.

2. Projects of the Gander Development Corporation
Fiscal Year 1981-82

The projects of the Gander Development Corporation, for the purpose of this report, have been divided into three basic categories: Primary Projects; Secondary Projects; and General Activities. In addition, financial statements and an outlook for the up-coming fiscal year are provided for interested parties.

3. Primary Projects of the Corporation:

3.1 Trans Oceanic Plane Stops (TOPS)

The Gander Development Corporation continued to actively participate in the Trans Oceanic Plane Stop (TOPS) Program in 1981-82. TOPS is a joint government/industry project whose objective is "to vigorously promote technical stop landings of trans oceanic international charter and scheduled airlines at Gander International Airport."

During 1981-82, the Corporation participated in two (2) promotional visits to airlines in Western Europe and the Eastern Seaboard of the U.S.A. Participating in these tours to promote Gander International Airport were representatives of Allied Aviation Service Company of Newfoundland Limited, Shell Canada Limited, Cara Caterers, Transport Canada, and the Gander Development Corporation. Following each TOPS trip

follow-up work is carried out by the team to ensure that the airlines are constantly up-dated on the services and facilities available at Gander International Airport.

In November 1981, a total of ten (10) carriers were visited in Western Europe by the TOPS team in England, Germany, Denmark, and Luxembourg. This trip was followed by a visit to ten (10) carriers on the Eastern Seaboard of the United States in March of 1982. It should also be noted that a trip to the West Coast of North America was also made by the TOPS team in 1981. The Corporation did not participate actively in this effort due to the impending resignation of the Executive Director, Mr. R.K. Milley.

In general, the Western European TOPS trip offered little in terms of new business prospects, mainly because of depressed economic conditions and the general trend towards larger planes such as DC-10 and L10-11 aircraft. The TOPS team emphasized the services and facilities available at Gander throughout its discussions and it was noted that fuel is available in large quantities at competitive prices.

A highlight of the Western European trip was the visit to the Royal Air Force 38th Group Headquarters at Upavon, England. During the course of these discussions, we were advised of an increase in RAF flights through Gander enroute to South America in the summer of 1982.

During March of 1982, a total of ten (10) carriers on the Eastern Seaboard of the United States were visited and this trip proved to be most encouraging with respect to potential business for Gander International Airport during the coming year.

Of the ten (10) carriers visited, six (6) indicated that Gander would be seriously considered for their activity on the North Atlantic during 1982. During the course of discussions with the airlines, it became apparent that Gander's service and facilities are highly regarded in the aviation industry and this reputation for customer service greatly facilitated the marketing effort. It should also be noted that the presence of senior personnel from the fuel supply industry added greatly to the TOPS promotional effort, and it is felt that with a continued "team approach" much can be accomplished on future trips of this nature.

3.2 Aviation Fuel:

As in past years, the Gander Development Corporation continued to monitor the availability and price of fuel at the airport to ensure that the airport remains in a competitive position with respect to Technical Stop business on the North Atlantic air routes.

Continuing liaison was maintained between the Corporation, fuel suppliers, and the Federal Government when a new aviation fuel pricing policy was introduced in February 1982 by the Minister of State for Finance. Under this new policy, a just and reasonable price was established for aviation fuel sold to air carriers for use in international transportation. In addition, this new policy resulted in the termination of the Transportation Fuel Compensation Recovery Charge which was introduced under the National Energy Program and amendments to the Income Tax Act. The Corporation's role throughout the period in which this new policy was being put into place was to endeavour to ensure that Gander would not be adversely affected and to work with other members of the TOPS team to ensure that accurate information pertaining to the new policy was passed on to the airlines.

During fiscal year 1981-82, the Corporation continued its efforts to obtain approval to store Soviet aviation fuel at Gander International Airport. The U.S.S.R. has similar arrangements at other airports such as Shannon, Ireland and by using this arrangement, they are afforded protection against OPEC oil embargoes and other unforeseen events which could negatively impact their operations.

The Corporation was advised in February 1982 that all administrative matters pertaining to the request by Aeroflot Soviet Airlines to store aviation fuel at Gander had been resolved and that the Department of External Affairs was authorized to negotiate with the airline.

One obvious negative factor influencing the extent to which Aeroflot may use Gander in the future is the sanctions against the U.S.S.R. (and LOT Polish Airlines) imposed by the Reagan administration when scheduled Moscow-Washington flights were banned in late 1981. In spite of this set-back, however, the Corporation plans to continue to encourage the use of Gander by Aeroflot and other communist bloc countries in the future.

3.3 Air Related Industrial Park:

The procurement of land adjacent to Gander International Airport for the purpose of an industrial park could be considered the Corporation's "original project." Since the Corporation's existence (and even before), great effort has been devoted to bringing this project to reality. During the fiscal year 1981-82, it was anticipated that a start would finally be made on this project.

Guidelines for development, control, and administration that were researched in the previous years were expanded through surveying other parks and by further research which resulted in a refined and more practical information base. Legalities in terms of leasing to potential tenants were finalized, and a potential lead tenant was identified.

Engineering for the park, consultation with Terra Transport, CTC (rail crossings), and the Municipality were at a stage where two (2) to five (5) tenants could have been accommodated before actual development funding was put in place.

Efforts to place the Gander Project into an existing Industrial Development Agreement covering the Province's West Coast during the summer of 1981 failed. Funding through a Federal/Provincial Agreement covering the Province's four industrial parks, including Gander, did not become a reality and efforts are still underway to arrive at a satisfactory funding arrangement.

In the Fall of 1981, the Provincial Government, through the Department of Development, put forward a Provincial Industrial Parks strategy which resulted in Cabinet approval for a policy to have the Newfoundland and Labrador Housing Corporation responsible for all parks where Provincial funding is involved. As a result of this policy, the engineering, costing, financing, development, and control of the Gander Air Related Industrial Park is now the responsibility of the Newfoundland and Labrador Housing Corporation. The Head Lease between the Gander Development Corporation and Transport Canada was subsequently assigned to the Newfoundland and Labrador Housing Corporation.

The Gander Development Corporation will now act in a promotional role once funding for the Park has been obtained and development work commences.

3.4 Co-Op Atlantic:

Contact with this firm was originally established in January 1981 and detailed discussions with the company were carried out during the ensuing months, culminating with the announcement that Co-Op Atlantic would be establishing a 30,000 sq. ft. warehouse/distribution centre in Gander.

The basis of the Company's discussions with the Gander Development Corporation centered around locating the facility in the proposed industrial park adjacent to Gander International Airport. Co-Op Atlantic would have been the "lead tenant" in the proposed park had they not encountered difficulties in obtaining the required documentation from the Federal Government in the form of a Consent and Non-Disturbance Agreement.

Once it became evident that it was no longer practical to pursue a location in Gander's proposed Air Related Industrial Park, the company commenced negotiations with the Newfoundland and Labrador Housing Corporation and the Town of Gander for a four acre site in the Carr Crescent Industrial Park off the Gander Bay Road. These arrangements were quickly concluded and it is anticipated that construction will commence in June 1982 with completion scheduled for the fall of that year.

The Gander Development Corporation will continue to maintain contact with the company with a view to assisting wherever it can to facilitate Co-Op Atlantic's establishment of its new warehouse/distribution centre in Gander.

3.5 Offshore Oil & Gas:

It is generally agreed that Newfoundland's offshore development is imminent. The time-frame for development was estimated by the Petroleum Directorate to be in the area between seven (7) to nine (9) years; however, with the recent failure of the Alsands project, it appears that the Federal Government will be turning to the East Coast for its energy self-sufficiency which will, no doubt, shorten the time-frame for development off Newfoundland's coast.

Gander will be playing a large role in this development. Already this role is unfolding to the extent that Gander International Airport is being utilized for the purpose of changing oil rig crews. The airport's facilities, its strategic location in relation to the Gander Block acreage and the Labrador fields, are actively being promoted by the Corporation's representation at oil and gas conferences such as the Offshore Technology Conference in Houston, and by various advertising campaigns in major energy industry periodicals and newspapers. In addition, in 1981 the Corporation undertook the preparation of specific development proposals for three (3) local oil and gas service companies. These proposals contained material pertaining to locational parameters, as well as infrastructure, air service, logistics, development concepts - all in relation to Gander as a rational

site for various aspects of the oil and gas sector. A broader, less specific proposal was also developed for the purpose of adapting it to be used as a "universal" promotional package with the intent to give it wide circulation. To date, approximately thirty (30) have been forwarded to various key personnel in the oil and gas sector. Promotional efforts during TOPS trips with regard to the oil and gas potential is unveiling strong interest by major airline carriers.

3.6 Air Freightng Fresh Fish From Gander International Airport:

Over the past two years, the Corporation has been assisting an entrepreneur interested in providing a dedicated air carrier service for the transport of fresh fish, particularly live lobster and eel, from points in Atlantic Canada, including Gander, to points in Western Europe. The Corporation's input has consisted of facilitating research through the use of our expanded information base on the subject as well as co-ordinating contact with Government and the private sector.

The proposal is at the final stage where financing, both Government incentive and private, is being sought. Actual start of operations are projected to begin in May 1983.

In an effort to co-ordinate the supply side of the proposal, the Corporation has entered into discussions with a local fish export brokerage firm. This firm is presently engaged in planning a cool/cold and general storage area on the airport site. Planned activities and linkage between both the brokerage firm and the dedicated carrier service will be mutually beneficial.

In the overall concept of exporting fresh fish, particularly live lobsters, the Corporation has been closely monitoring activities and the research of both the Federal and

Provincial Departments of Fisheries regarding the feasibility of tidal lobster pounds and the implications regarding the changing and restructuring of the lobster harvesting season(s). It is felt that the provision of tidal pounds and an adjusted season structure would be prerequisites for a constant supply of lobster on a year-round basis, ensuring the full development of an export lobster market which could be supplied from Gander International Airport.

4. Secondary Projects of the Gander Development Corporation

4.1 Tourist Brochure:

This project was undertaken in the fall of 1981 and represents a joint effort of the Gander Chamber of Commerce, the Town of Gander, and the Gander Development Corporation. It is intended to produce a relatively attractive color, fold-out brochure which would not only be useful to tourists but also to flight crews and other aviation personnel visiting Gander International Airport.

One side of the brochure will be devoted solely to the Town of Gander and its tourist (and industrial) potential, while the reverse side will depict the easily accessible tourist attractions in the Gander region and outline various scenic routes within easy driving distance from Gander.

Work on this project is progressing well, and it is anticipated that it will be completed in time for the tourist season.

4.2 Plastics Manufacture/Storage:

At Fisho '81 held in Gander in November 1981, the Corporation made contact with the principal of a company who was looking for temporary warehouse space, as well as looking at the possibility of setting up a branch plant. This individual was given a tour of the Town and shown all available warehouse facilities. The Corporation prepared a proposal outlining some locational parameters and, as a result, the company now has established temporary warehouse space and is still pursuing plans for the establishment of a manufacturing facility.

4.3 Ceramic Insulators:

The Corporation was visited by an entrepreneur from Calcutta in July 1981 who was interested in the idea of manufacturing ceramic insulators in Gander. Since that time, contact has been maintained and the Corporation has been procuring research data regarding markets and the supply of raw materials to assist the entrepreneur in the development of his proposal.

In addition, research has been carried out to establish the financial strength of the existing firm, and a continuing exchange of correspondence has taken place with a view to exploring all aspects of this potential project.

4.4 Gander Peat Project:

There was on-going correspondence and meetings during 1981 with the principal of a firm interested in establishing a peat industry in the Gander area.

In November, we were visited by a consultant hired by the company who delivered a preliminary proposal. The proposal was analyzed by staff, and the comments were forwarded. The Corporation is now awaiting a more detailed proposal and is continuing to monitor activity as appropriate.

4.5 Mohair Manufacture:

A firm from Ontario has shown interest in setting up a cottage-type industry in Newfoundland pertaining to the raising of angora goats and the harvesting of their hair. Contact has been made with the company, and a preliminary information package containing some locational parameters, as well as agricultural data, has been forwarded. The Corporation is working closely with the Department of Rural, Agriculture, and Northern Development on this project and will be meeting the principals of the company this summer when they tour the Island.

4.6 Seminars/Conferences/Trade Shows:

During fiscal year 1981-82, the Gander Development Corporation participated in six (6) events to promote Gander International Airport and the Gander area in general. Included in this number were:

1. "The Offshore Technology Conference" in Houston, Texas
2. "The Atlantic Fisheries and Allied Industries Trade Fair" in Yarmouth, Nova Scotia
3. "Small Business in the Offshore Sector of the Petroleum Industry" in St. John's, Newfoundland
4. "FISHO '81" in Gander, Newfoundland
5. "Ontario Trade Mission" in St. John's, Newfoundland
6. "Small Business Workshop" (FBDB) in Gander, Newfoundland

The basic purpose of attending these seminars/conferences/trade shows is to endeavour to develop new business contacts which can be followed up with a view to attracting new business to the Gander area.

In addition to the prospect of attracting new business, these events provide local industry with an opportunity to display their products and/or services and to explore new business opportunities with private and public sector contacts.

It is the intention of the Corporation to continue its involvement, at least on a selective basis, in these shows with a view to furthering its efforts to develop new business opportunities for the Airport and to broaden the industrial base of the Town of Gander.

4.7 Unsolicited Proposals:

As part of its continuing program to point out the attractiveness of Gander to potential investors, the Gander Development Corporation prepared a series of "unsolicited proposals" during 1981-82. These proposals, which contain specific locational parameters pertaining to Gander and highlight the advantages of establishing here, were forwarded to selected target industries which are considered likely to be expanding their facilities in the near future, subject, of course, to a favourable economic climate.

Companies to which unsolicited proposals were sent during the year included offshore service and development companies, high technology firms, shipping and distribution organizations, and retailers.

Future efforts of this type will continue to emphasize Gander's excellent transportation facilities and its central location for warehousing and distribution activity.

4.8 Information Requests/Responses to Advertising:

During the course of the year, the Gander Development Corporation received requests from a wide variety of groups interested in the Gander area. These requests came from both public and private sector groups and range from very specific site information or operational capability of the airport to more general topics such as the economic potential of Gander and vicinity.

In order to respond to requests such as those outlined above, the Corporation maintains an up-to-date bank of promotional and economic material for distribution to clients. In addition, information packages specifically "tailored" to a client's requirements can be quickly assembled.

Approximately thirty (30) organizations approached the Corporation for information during 1981-82, and an additional sixty (60) companies requested site information in response to the Corporation's advertising program in trade journals and industrial development publications.

5. General Activities of the Corporation

In addition to the major projects undertaken by the Gander Development Corporation during 1981-82 and the specific discussions with corporate clients, the Corporation also participated in a wide range of general activities aimed at promoting Gander International Airport and the Gander area in general. A brief summary of some of the more significant activities is as follows:

5.1 Development of Industrial Park Development and Administrative Guidelines:

During this fiscal year, the Corporation's staff further expanded and refined its previous research regarding the establishment of a suitable set of development guidelines for the proposed Airport Industrial Park. Given the economics of the region and the expressions of interest received, the type of industries expected to be potential park tenants were pre-determined. Using this as a guide, controls (i.e. lot sizes, set backs, landscaping, zoning, etc.) were developed based upon the experience of other industrial parks in Canada and the United States. Input was also received from local engineering firms as well as the Engineering Department of the Gander Town Council.

5.2 Survey of Industrial Parks:

Concurrent with the research on the development of a set of industrial park guidelines, Development Corporations and Commissions throughout Canada, as well as the National Association of Industrial & Office Parks (NAIOP) in the United States, were canvassed regarding some legal and promotional aspects pertaining to parks. Information regarding protective covenants, leasing, real estate practices, administrative structures, and marketing was obtained.

5.3 Overland Transfer of Airline Passengers to St. John's:

The Corporation attempted to define the problem associated with the overland transfer of airline passengers from Gander Airport to St. John's when Torbay Airport experienced inclement weather conditions. The airlines were canvassed with the hope of obtaining data concerning frequency, times of the year, mode used, number of passengers involved, cost of chartering buses, etc. over the past five (5) years. Unfortunately, some problems were encountered in obtaining a good data base, thus making it difficult to properly evaluate the situation.

However, in the interim the frequency of cancelled flights into St. John's has been reduced as a result of the installation of two (2) ILS systems at Torbay Airport.

5.4 Gander Editorial Information for Insertion
into Media Publications:

In its promotional efforts, the Corporation avails of opportunities to provide editorial information to various industrial magazines and newspapers. Editorials depicting Gander's advantages are updated on a continuing basis and are supplied to national publications such as Oilweek, Canadian Business Magazine, Financial Post, and Financial Times.

5.5 Newfoundland Travel/Tourism Study:

The Corporation assisted the consultants carrying out this study in two (2) ways:

(a) by providing a facility to hold the open-house industry meeting held in Gander on October 14, 1981; and

(b) by providing information on Gander's aviation role.

It was pointed out to the consultants that non-resident visitors make up thirty-three percent (33%) of the total Provincial tourism impact, with air visitors accounting for twenty-three percent (23%). With such a high proportion, Gander should be considered a major "air gateway" and the prospects of taking advantage of this potential were suggested in a brief to the consultants.

5.6 Input into the Central Newfoundland
Health Care Study:

The Corporation assisted the consultants carrying out this study by providing economic information on Gander as well as an overview of potential growth of the town in the short and medium terms.

5.7 Liaison with Consultant Preparing
Town of Gander Municipal Plan:

The planners were briefed on new industrial prospects for the Town of Gander in relation to the proposed Air Related Industrial Park.

In addition, an informal follow-up meeting was held with the consultants to review the Town Plan and to discuss the various options for new commercial and industrial development. In this regard, close liaison is maintained with the Town of Gander and business interests in the community to ensure a co-ordinated and well planned development strategy.

5.8 Gander Business Directory:

During 1981-82, the Corporation's staff began preparing an updated business directory for Gander which will provide profile information on organizations operating in the Town. Information is being recorded pertaining to the type of business activity, address, telephone numbers, contact persons, number of employees, etc.

The publication will include commercial and manufacturing establishments, professional offices, institutions, and government departments and will add significantly to the information which can be provided to potential investors.

5.9 Participation and Assistance - FISHO '81:

The Corporation's involvement with FISHO '81 focussed on three (3) aspects:

(a) The promotion of Gander through the use of a booth for the dissemination of promotional materials;

(b) The promotion of a local industry catering to the fishing industry - Jenkins Industries; and

(c) Participation in a panel discussion entitled "Fresh Fish Marketing in 1982."

The Corporation availed of booth space supplied by the Department of Development to display its graphics and to disseminate information and promotional literature. Two (2) graphics pertaining to the Jennex System (Jenkins Industries random fish baiter) were displayed, along with four (4) pertaining to Gander in general. The Corporation's Development Officer took part in the panel discussion, along with representatives from Air Canada, Department of Industry, Trade, and Commerce, and Fishery Products Ltd. The subject of the Corporation's presentation at the discussion was "Gander - Centre for Fresh Fish Export."

6. Financial Statement

The budget for the Gander Development Corporation for the fiscal year 1981-82 was \$183,000.00. This amount consisted of a grant from the Provincial Government of \$178,000.00 and current assets of \$10,000.00.

A financial statement for fiscal year 1981-82 has been prepared by the Corporation's accountants, and this document is available under separate cover. An audited statement from the office of the Provincial Auditor General will be forthcoming in due course.

7. Outlook - Fiscal Year 1982-83

The main role of the Gander Development Corporation during fiscal year 1982-83 will involve the continuing promotion of the services and facilities available at Gander International Airport. In order to carry out this role, the Corporation will continue to actively participate in the Trans Oceanic Plane Stops (TOPS) Program and maintain close liaison with all groups involved in the operation of the Airport.

The Corporation will be carrying out a detailed inventory of all services and facilities at the Airport during 1982-83 with a view to becoming fully aware of all operational parameters and to be in a position to effectively promote the Airport to the airlines and the aviation industry in general.

During 1982-83, the Corporation will continue its efforts to diversify the economic base of the Town of Gander by attracting new business to the area. Despite current economic conditions, the level of investor confidence in the community remains relatively high, as evidenced by the recent announcements of two (2) large business concerns who intend to begin operations in Gander during 1982. The Corporation will continue to support private sector development in the year ahead and remains ready to assist any business establishment interested in locating in the area.

As in the past, the Gander Development Corporation will maintain contact with the Provincial Government through the Department of Development and the Newfoundland and Labrador Housing Corporation with a view to obtaining funding for the proposed Air Related Industrial Park adjacent to Gander International Airport. Once development funds have been put in place, the Newfoundland and Labrador Housing Corporation will develop and operate the park while the Gander Development Corporation will actively promote the facility to prospective tenants.

In order to effectively carry out its mandate under the Gander Development Corporation Act, it is essential that the Corporation maintain a good working relationship with the three levels of Government and the business community in the year ahead. The Corporation's Board of Directors and staff are committed to a policy of enhancing the viability of Gander International Airport while continuing efforts to diversify the economic base of the community during 1982-83.